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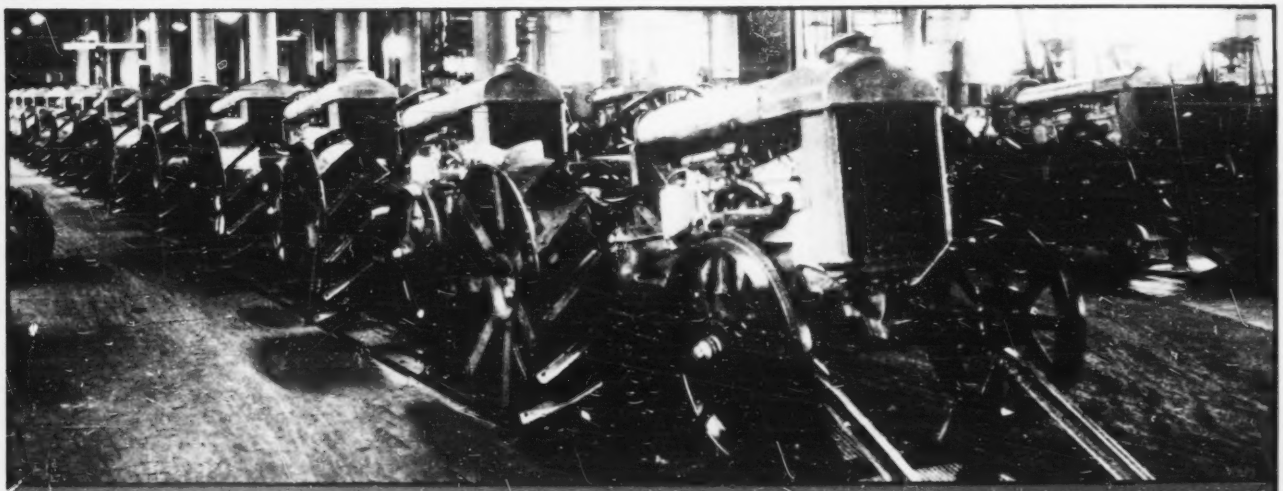
TWO DOLLARS

I&T 100 YEARS OF LEADERSHIP 1886-1986

Implement & Tractor

The business magazine of the farm and industrial equipment industry JANUARY 1986



A Grand Parade
years of great machinery ideas

Service Managers Salary Survey
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I&T 100 YEARS OF LEADERSHIP 1886-1986

Implement & Tractor

The business magazine of the farm and industrial equipment industry.

January 1986 • Vol. 101 • No. 1

21st Engineering Concepts Issue: TOP IDEAS OF THE PAST 100 YEARS

8: A Grand Parade. The significant developments in farm machinery through the last 100 years is reviewed by a panel of experts with photos from the files of I&T as we begin our centennial year of publication.

14: More to Come! Machinery developments have brought agriculture a long way in 100 years, and even more change is seen on the horizon.

18: Diversified for Extra Sales. In slack times, it's tempting to go for extra sales by adding new lines. Here's a dealership that's learned to diversify without getting in trouble.

20: What Service Managers Earn. Results of an I&T FDO survey on service managers' earnings show it's not the length of service but the number of people supervised that brings financial gain.

32: When Wholesalers and Manufacturers Talk It Over . . . they like to explore trends in marketing, but they don't come to many firm conclusions—which is probably the way it should be.

33: FEMA Elects Greenburg. New leaders are elected for FEMA, and members hear the latest on the state of the industry.

35: Wholesalers: Dick Price is President. Officers were elected and dating sessions held at the FEWA convention.

36: AIMRA Adjusts to Market Shifts. Changes in the business of repping ag products highlighted the group's annual session.

On the cover... Iron wheels and mass production marked the farm machinery business at the old Ford tractor assembly works; today and in the future it's the computer like this test station at Deere & Co.'s assembly works.

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Update

November: 1985's Big Chill Continues

Retail sales of farm equipment in the U.S., according to the FIEI flash report, were down in all listed product categories but one: four-wheelers under 200 hp improved! The worst department: two-wheel-drive tractors over 100 hp.

Unit Retail Sales

	November			January-November		
	1985	1984	Pct. Change	1985	1984	Pct. Change
Farm Wheel Tractors:						
2-wheel drive						
Under 40 hp	3,057	3,098	− 1.3	53,760	47,689	+12.7
40-99 hp	2,296	2,659	−13.7	35,281	35,492	− .6
100-139 hp	367	830	−55.8	6,804	9,105	−25.3
Over 140 hp	890	1,481	−39.9	9,656	13,752	−29.8
Total 2-wheel drive	**6,610**	**8,068**	**−18.1**	**105,501**	**106,038**	**+ .5**
4-wheel drive						
Under 200 hp	92	89	+ 3.4	830	1,355	−38.7
Over 200 hp	137	144	− 4.9	1,545	2,218	−30.3
Total 4-wheel drive	**229**	**233**	**− 1.7**	**2,375**	**3,573**	**−33.5**
Total All Tractors	**6,839**	**8,301**	**−17.6**	**107,876**	**109,611**	**− 1.6**
S-P Combines	1,139	1,786	−36.2	7,491	10,537	−28.9
Balers (under 200-lb. bales)	245	330	−25.8	6,801	8,108	−16.1
Forage Harvesters (shear-bar type)	194	297	−34.7	2,348	3,382	−30.6
Mower-Conditioners	478	498	− 4.0	10,836	12,714	−14.8

MF Plans Combines Venture; 9-Month Sales $1.06 Billion

Massey-Ferguson Ltd. intends to recapitalize its Combines and Foundries divisions as a privately held associate company in which M-F would hold a minority 40 per cent interest and the balance would be held by lenders and other parties.

The new entity, to be renamed "Massey Combines Corp.," would have total assets of about $350 million (U.S) and debt and other obligations of about $240 million as of last Oct. 31, the date on which the reorganization would be effective for accounting purposes.

The company would produce and market MF's conventional combine line as well as the rotary combine line recently acquired from White Farm Mfg. Canada. In addition to the rotary currently on the market, a smaller version is under test and scheduled for 1986 production.

All elements of the plan are subject to approval by MF shareholders. According to Victor A. Rice, the operation should be able, under the plan, to return to profitability in 1987.

For the quarter ended Oct. 31, MF had a net profit of $6.1 million on sales of $380 million, compared with earnings of $4.4 million and sales of $359 million in the same 1984 period. For the nine months, net income of $600,000 was reported on sales of $1.06 billion after one-time charges of $7.6 million for European plant closings.

Through the first nine months, the Combines and Foundries Divs. lost approximately $35 million. Without these losses, MF nine-month earnings would have been about $36 million on restated sales of $937 million.

Deere's 85: Net of $30 Million, Sales Of $4.1 Billion

Deere & Co. had sales for the 1985 fiscal year, ended Oct. 31, of $4.1 billion, down 8 per cent from 1984's $4.4 billion, and net income of $30.5 million compared with $105 million a year earlier.

In the fourth quarter, sales were $1.1 billion, down 7 per cent, and net income was $19.4 million, compared with $34 million in 1984.

The company incurred a pretax loss of $129 million from manufacturing and marketing operations in 1985 compared with $14.6 million in 1984. Chairman Robert Hanson cited low utilization of manufacturing capacity and retail sales incentive costs as causes of the loss. The company benefitted from reductions in LIFO industries in the amount $62 million.

In 1986, Deere intends to reduce North American farm equipment production, but output of industrial equipment, overseas farm equipment and grounds care products are scheduled to increase. Total production will decline slightly.

Finance, leasing and insurance subsidiaries had net income of $86 million, up $4 million from 1984. Farm equipment sales for the year were $3.1 billion, down 11 per cent. Industrial equipment volume rose 5 per cent to $943 million.

Dealer receivables declined by $117 million during the year to $2.7 billion.

Allied, Case Extend Hay Tools Contract

Chicago-based Allied Products Corp. has entered into a three-year contract extension with Case/International for their hay equipment requirements to be produced at Allied's New Idea Farm Equipment Div., Coldwater, Ohio.

Allied recently signed purchase agreements with Lely (Netherlands) for disk mower components and Rivierre Casalis (France), a subsidiary of Renault, for purchase of rectangular balers. New Idea is projecting a 1986 annual sales volume from these contracts in excess of $20 million.

Front-Wheel Assist On 42% of Canadian Units Sold in '85

According to the Canadian Farm & Industrial Equipment Institute, 42 per cent of the 18,177 two-wheel-drive tractors sold in Canada in 1985 were equipped with front-wheel assist.

For 1986, the CFIEI's outlook statement predicts a similar market share for power front axles—7,560 of them on 17,850 units.

In 1985, 64 per cent of the 3,833 units under 40 hp had FWA; 39 per cent of the 8,818 units from 40 to 99 hp had it; for units of 100 hp and over, 31 per cent of 5,526 units.

Total Canadian tractor sales in 1985 were an estimated 20,491; the 1986 outlook is for 20,126 unit sales. Other major products:

Self-propelled combines—2,322 units in 1985, 2,234 in 1986. Self-propelled swathers—2,000 in 1985, 1,843 for 1986. Rectangular balers—1,791 in 1985, 1,722 for 1986. Round balers—2,037 in 1985, 2,033 for 1986. Mower-conditioners—2,143 in 1985, 2,109 for 1986.

Briefly...

Steiger Tractor Co. has a net loss of $8 million on sales of $80.3 million in the fiscal year ended Sept. 30. In 1984, Steiger had income of $1.9 million on sales of $122 million.

Marianna Pratt, managing editor of *Agricultural Engineering* magazine, was killed Nov. 26 in an auto accident in St. Joseph, Mich. She had been with the American Society of Agricultural Engineers for over 20 years.

Assets of Howard Rotavator, the U.K. manufacturer of tillage and other farm equipment, have been acquired by Dowdeswell Engineering Co. Ltd., Stockton, Warks., U.K., producer of cultivation equipment.

Editor's Notebook

Bill Fogarty

How Do You Celebrate Your 100th Birthday?

I&T is now in its 100th year. First issue came off the press in April, 1886, and contrary to what some people may think, I had nothing to do with it.

About a year ago, as we saw the century mark for this magazine coming up fast, our staff was kicking ideas around this place as to how we should treat the birthday editorially. There were plenty of good ideas, but the two that stuck to the wall most forcefully were these:

- Not many readers are interested in who founded this magazine or who owned it and ran it over the years. Even fewer readers would be interested in reading boring letters of tribute from politicians and other big shots, which are easy enough to hustle up but which don't say much.
- But many of our readers are interested in where the industry has come from and where it might be going.

And so in this issue, which kicks off our observance, rather than focus on our own company, we're taking a look first of all at the most vital products this industry has brought to agriculture over the past century, followed by some glimpses into tomorrow's potential agricultural technology. In our April issue, we'll be visiting with some people whom we consider very thoughtful and very important to this industry, seeking their views on several aspects of our future. We'll try to make it something special our readers will want to keep.

That's it! No rows of pictures of old guys in Herbert Hoover collars who founded and developed I&T, no photos of ancient linotype machines or the building that was flooded out around the turn of the century. Just stuff about this business that we hope you'll find interesting.

The Farm Equipment Dealer Gets Involved In Lawn-Garden Lines

One of the nice things about working for this magazine is the kindness with which its readers respond to our requests for help. We recently sent out questionnaires to 778 dealers and had got back answers from almost half of them—380—when the tallies were made. This is a remarkable response rate. A 25 per cent response rate would be considered excellent. And so we thank you.

The subject was lawn and garden equipment. Of the respondents, 82 per cent retail such equipment. Of those 311 dealers, 42 per cent sold more such equipment in 1985 than in 1984 and 32 per cent sold about the same amount. About half our respondents did it with the same inventory as the year before.

I don't know what that suggests to you, but to me it indicates that dealers as a group are trying harder on their lawn and garden lines than they did at any time in the past. As for 1986, 35 per cent of the dealers said they will be increasing their inventory while 56 per cent will keep it about the way it was this year. I suspect that if they are going to continue working the lawn-garden beat harder, they'll be achieving a better turnover on their inventory, whether they increase it or not.

Here's the part that really made me pay attention: Those 311 dealers had median total sales of $1.67 million and a median volume in lawn-garden lines of $59,000. And about a third of those dealers did over $100,000. Of the 119 dealers in the study who did over $2 million in total volume, 28 per cent did from $100,000 to $300,000 in lawn-garden sales and 21 per cent did over $300,000.

One of my first reactions to the study was that there must be some old timers in the lawn and garden equipment business who loathe these farm equipment types with a passion. Now that there's more margin to be earned in a garden tractor than in a big farm unit, here we come eager to sell stuff at which we were turning our noses up a half-decade ago.

It's not just retailers. Shortline manufacturers are turning to consumer products where they see an opening, a chance to use some of the idle plant capacity.

There's some irony in all this. A couple of decades ago, major farm equipment manufacturers moved into what had been the private domain of some small manufacturers of garden tractors. International Harvester put that good old Cub name beside a new one, Cadet, and enjoyed a nice surge. So did Deere & Co., J I Case, Allis-Chalmers and Massey-Ferguson.

One of those small manufacturers admitted in a convention speech back in the sixties that the originals in that business had been given a sound lesson in marketing by the farm equipment

(Continued on page 29)

Inventory Watch

	May	June	July	August	Sept.	October	12-Month Sales, Nov. 1984-Oct. 1985
Tractors							
Under 40 hp	42,416	37,814	38,093	39,808	40,319	41,153	57,088
40-99 hp	30,573	28,024	27,667	27,724	27,686	26,455	38,429
Over 100 hp	25,912	25,219	24,594	24,123	23,487	23,171	18,553
Four-wheel drive	4,361	4,185	4,189	4,057	3,811	3,601	2,773
Total Tractors	**103,307**	**95,242**	**94,543**	**95,712**	**95,303**	**94,380**	**116,843**
S-P Combines	10,081	10,299	10,064	9,379	8,969	8,353	8,930

Source: Farm & Industrial Equipment Institute

Auction Prices

Asterisk beside price indicates highest bid offered on tractors that were not sold.

YODER & FREY, INC.
Archbold, Ohio
November 12, 1985

OLIVER TRACTORS

550, 1958 (Fair) 2150*
550, 1965 (Good) 2200
1800 diesel, 1962 (Fair) 2400*
1850 diesel, 1961 (Rough) 2675
1855 diesel, 1972 (Good) 4200*
1855 diesel, 1972 (Good) 4500*
1900 diesel, 1962 (Fair) 2000*
1955 diesel, 1972 (Good) 5300

DEUTZ TRACTORS

DX90 diesel, 1983 (Excellent) 8900
D68-06 4WD, (Good) 8200*

INTERNATIONAL HARVESTER TRACTORS

SH, 1952 (Rough) 675
M, 1944 (Rough) 700*
M, 1947 (Rough) 875*
M, 1950 (Fair) 850
450, 1957 (Rough) 825
454, 1971 (Fair) 5000*
560 diesel, 1960 (Rough) 1600
660, 1958 (Good) 1200*
666 diesel, 1975 (Good) 5200*
766, 1976 (Fair) 5200*
806 diesel, 1965 (Fair) 2800
806 diesel, 1966 (Fair) 5100*
806 diesel, 1965 (Rough) 3125
806, 1965 (Fair) 2600*
856 diesel, 1969 (Fair) 3100*
968, 1975 (Fair) 5300*
1066 diesel, 1974 (Fair) 7800*
1066 diesel, 1974 (Rough) 4300
1066 diesel, 1972 (Fair) 6250
1066 diesel, 1972 (Fair) 5600*
1086 diesel, 1977 (Good) 12,000*
1206 diesel, 1967 (Fair) 3800
1206 diesel, 1965 (Fair) 4600
1256 diesel, 1968 (Fair) 3600*
1466 diesel, 1972 (Fair) 4300*
1466 diesel, 1975 (Fair) 5100
1466 diesel, 1975 (Good) 5200*
1466 diesel, 1979 (Good) 8600
1566 diesel, ... 8000
1586 diesel, 1974 (Good) 5800
1586 diesel, 1976 (Rough) 8600*
1586 diesel, 1977 (Good) 9750*
3588, 1979 (Good) 10,750*
4386, 1978 (Fair) 9500*

FERGUSON & MASSEY-FERGUSON TRACTORS

TO-20, 1946 (Rough) 900*
TO-20, 1946 (Rough) 975
TO-30, 1951 (Good) 1800
TO-30, 1950 (Rough) 1030
35, 1958 (Fair) 1400
35, 1961 (Fair) 2275
65, 1958 (Rough) 1400
135, 1968 (Fair) 2400
135, 1969 (Fair) 2700
135, 1970 (Rough) 2350*
185 diesel, 1969 (Fair) 3300
165 diesel, 1967 (Good) 3150*
165, 1970 (Rough) 2800*
180, 1966 (Rough) 2500
285 diesel, 1980 (Good) 5750*
1155 diesel, 1962 (Fair) 4300*
1805 diesel, 1975 (Fair) 9400*

STEIGER TRACTOR

Bearcat, Ser. II 10,500

CASE/DAVID BROWN TRACTOR

830, 1967 (Good) 1950

MASSEY-HARRIS TRACTOR

44, (Rough) 700

ALLIS-CHALMERS TRACTORS

C, 1947 (Fair) 500*
WD, cult., 1948 (Rough) 900*
WD, plow, 1946 (Rough) 600*
D-15, 1967 (Fair) 1850*
D-17, 1967 (Fair) 2000*
190 diesel, 1963 (Rough) 2500*
190XT, diesel, 1968 (Fair) 3875*
200 diesel, 1971 (Fair) 4400*
7045 diesel, 1979 (Good) 8700*
7060 diesel, 1977 (Good) 7300*
7060 diesel, 1979 (Good) 10,200*

WHITE TRACTORS

2-85 diesel, 1977 (Good) 7100*
2-105 diesel, 1976 (Fair) 6400*
4-150 diesel, 1975 (Fair) 6200*

JOHN DEERE TRACTORS

B, 1947 (Fair) 575*
70 diesel, 1956 (Rough) 710
720, 1957 (Good) 2400
720 diesel, 1965 (Good) 1750
730 diesel, 1959 (Good) 1200*
730, 1960 (Good) 1600*
730 diesel, 1958 (Good) 1750
1010, 1962 (Fair) 2250
3020 diesel, 1970 (Fair) 3750
4010 diesel, 1961 (Rough) 2950
4010, 1963 (Fair) 2450
4010 diesel, 1963 (Fair) 5250*
4020 diesel, 1966 (Good) 5700
4020 diesel, 1965 (Fair) 4000*
4020, 1965 (Good) 4300*
4020 diesel, 1967 (Good) 5700*
4230 diesel, 1975 (Good) 6800
4320 diesel, 1971 (Good) 9100*
4320 diesel, 1972 (Fair) 6750*
4320 diesel, 1971 (Good) 6300*
4430, 4WD, 1977 (Fair) 13,500*
4430 diesel, 1975 (Rough) 9400*
4430 diesel, 1976 (Fair) 11,500*
4620 diesel, 1972 (Good) 6300*
4630 diesel, 1977 (Fair) 11,500*
7520 diesel, 1971 (Rough) 9250*

FORD TRACTORS

8N, 1949 (Good) 1725
8N, 1949 (Good) 1250
8N, 1952 (Good) 1750
8N, 1949 (Fair) 1300
8N, 1949 (Rough) 1100*
9N, 1945 (Rough) 1100
9N, 1948 (Rough) 900
9N, 1944 (Rough) 975
600, 1957 (Good) 2300*
800, 1957 (Fair) 2475
900, 1957 (Rough) 1050
4000, 1970 (Fair) 3400
5000 diesel, 1965 (Rough) 2700*
5000 diesel, 1970 (Fair) 4000
6000 diesel, 1960 (Rough) 650
4400 diesel 1875

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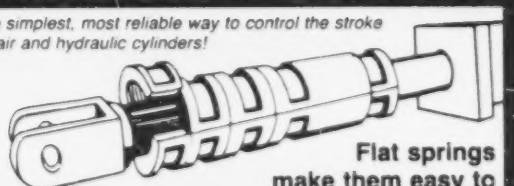

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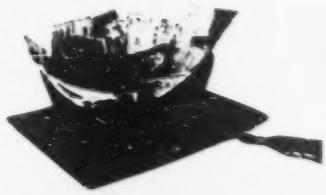

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641, 1957 (Rough) 1900
Jub., ... 1925
3000, 1972 (Good) 3900
3000 diesel, 1966 (Fair) 3200*

JONES FARM EQUIPMENT CO.
Dothan, Alabama
November 12, 1985

CASE TRACTOR
2670 diesel, 1975 (Fair) 5650

FORD TRACTORS
6600 diesel, 1977 (Good) 9500*
6000 diesel, 1967 (Rough) 1700
5000 diesel, (Fair) 3850
5000 diesel, 1965 (Fair) 2400
4600 diesel, 1976 (Good) 3600
4600 diesel, cab, 1976 (Fair) 2900
4000 diesel, 1975 (Good) 4400
4000 diesel, 1970 (Good) 2500
4000 diesel, 1965 (Good) 3400
4000 diesel, 1964 (Rough) 1800
4000 diesel, 1962 (Good) 3750
3000 diesel, 1966 (Fair) 2950*
3000 diesel, (Good) 2925
3000 diesel, (Good) 2750
2610 diesel, 1981 (Good) 7000*
2110 diesel, 1983 (Good) 6000
2000 diesel, 1969 (Good) 3925
2000 diesel, 1968 (Fair) 2650*
2000 diesel, 1967 (Fair) 2550
2000 diesel, 1966 (Fair) 2700*
2000 diesel, 1962 (Fair) 2000*
641, 1957 (Fair) 1425*
640, 1954 (Fair) 1600
600, (Fair) 1500*
Dexta, 1963 (Fair) 1650
8N, 1951, (Fair) 1275
8N, 1947, (Fair) 1450
8N, (Fair) 1175*
8N, (Fair) 1100*

INTERNATIONAL HARVESTER TRACTORS
826 diesel, 1970 (Fair) 2650
784 diesel, cab, (Good) 5250
674, 1974 (Fair) 2250
574 diesel, 1977 (Good) 3350*
574 diesel, cab, 1976 (Good) 4300
574 diesel, cab, 1976 (Good 4000*
574 diesel, cab, 1973 (Good) 3800*
574 diesel, 1972 (Good) 3300
504, (Fair) 1075*
454 diesel, 1972 (Good) 3250
454 diesel, cab 1971 (Good) 3800*
444 diesel, 1970 (Good) 3100*
424 diesel, 1965 (Fair) 1450*
414 (Rough) 600
414 (Fair) 1700*
B414 (Rough) 1150
B275, (Rough) 950
C, (Rough) 425
Cub., (Fair) 1700

JOHN DEERE TRACTORS
4240 diesel, cab, 1979 (Good) ... 10,750
2240 diesel (Good) 4500
4230 diesel, 1974 (Good) 5600*
4030 diesel, 1974 (Good) 5600*
2130 diesel, cab, 1977 (Good) 5000
2130 diesel, 1975 (Good) 2900*
2130 diesel, 1974 (Good) 5500
2020 diesel, 1967 (Good) 3650
2010 diesel, 1962 (Fair) 900*
1520, ... 3600
1120 diesel, 1976 (Good) 3800
420, 1958 (Fair) 1625

KUBOTA TRACTORS
L225 diesel, (Rough) 900
B6100 diesel, (Good) 1750
B6100 diesel, (Good) 1750
L225, (Good) 1700*

LONG TRACTOR
560, diesel (Fair) 1050

MASSEY-FERGUSON TRACTORS
2705 diesel, 1979 (Good) 10,000
575 diesel, cab, 1976 (Fair) 2500*
282 diesel, 1981 (Excellent) 7700*
275 diesel, 1975 (Fair) 4500
265 diesel, (Fair) 3650
235 diesel, 1975 (Good) 4050
175 diesel, 1972 (Good) 3700
175 diesel, 1972 (Fair) 3800*
175 diesel, (Rough) 1650*
165 diesel, 1974 (Good) 3000
165 diesel, 1969 (Good) 3125
165 diesel, 1968 (Fair) 1800
165 diesel, 1966 (Fair) 2850
135 diesel, 1972 (Fair) 2800
135 diesel, 1972 (Fair) 2800
135 diesel, 1971 (Good) 2450
135, 1969 (Fair) 2700
135, (Fair) 3000
50, (Fair) 1800
35, diesel, 1963 (Fair) 1800
30, (Rough) 800
TO30, 1949 (Fair) 1300
TO30, (Fair) 1300
TO20, (Fair) 1275

MASSEY-HARRIS TRACTOR
50, 1956 (Good) 2000

OLIVER TRACTOR
D, (Rough) 1050

NOTES:
Prices reported are for individual sales at wholesale on an "as is," "cash and carry" basis. Prices reported are not averages.

Condition Classifications:

EXCELLENT: Engine in perfect condition, 400 to 600 hours of use. Rubber—80% tread remaining, no breaks or cracks. Paint—original and bright. General appearance: excellent.

GOOD: Engine in good running condition. Rubber—70% tread remaining, no breaks or cracks. Paint—original or a good repaint job. General appearance: good over-all.

FAIR: Engine possibly in need of a minor overhaul. Rubber—60% tread remaining, some cracking evident in sidewalls. Paint—only fair, weathered and some rust apparent. General appearance: worn, some dents, minor parts (gage covers, etc.) missing or broken.

ROUGH: Engine obviously in need of a major overhaul. Rubber—smooth. Paint—scarred, weathered, rusty. General appearance: dents, ruptures, broken parts, loose wires, components (such as lights) broken, missing or inoperative.

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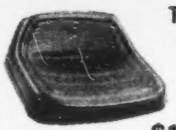

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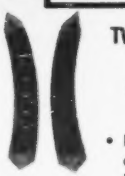

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